



INDIGENOUS LEADERSHIP DEVELOPMENT INSTITUTE^{INC.}

**Starting a First Nation Economic
Development Strategic Plan
February 12th, 2014**

What is Strategic Planning? & How do you know it's time?



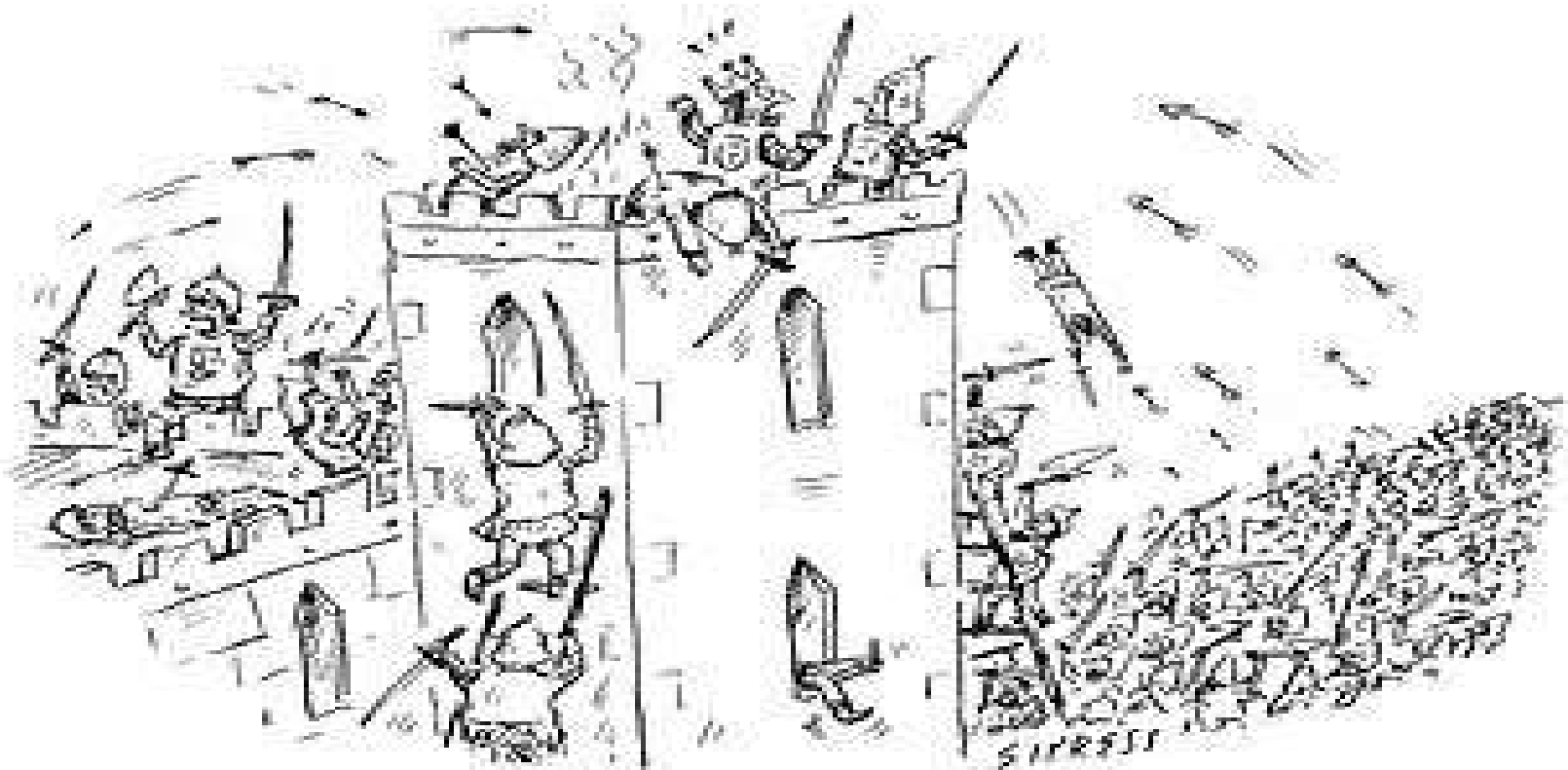
Today's topics

- What is strategic planning?
- How do you know it's time?
- Tsawwassen First Nation, British Columbia
- Wasauksing First Nation, Ontario

What is Strategic Planning?

- ❖ Strategic planning determines where an organization is going over a period of time whether it be a year, two years, five years, or even 20 years.
- ❖ The strategic plan steers the organization on how to get to its goal(s).
- ❖ When beginning a strategic plan the organization needs to consider bringing in the realities of their own situation and consider how complex it will be (e.g. Scope, time, money, expertise, etc).

How do you know it's time?



“What do you mean, ‘we never got around to developing a strategic plan’?”

AT THE STRATEGIC PLANNERS PLANNING MEETING





You will know when it is time for a strategic plan when:

- ❖ your organization has no mission, vision, or value statement;
- ❖ your organization loses focus of its goal(s) or needs to identify one;
- ❖ and a reality for First Nation's communities is that there is a turn over in leadership.



As a starting point for a strategic plan an organization or community will undertake a situational analysis;

A situational analysis will assist an organization/community beginning a strategic plan by reviewing the political, social, economic, and technical areas.

Communication and team work are crucial to strategic planning

Situational Analysis's can be done in one of two ways:

□ SWOT - (Strengths, Weaknesses, Opportunities, and Threats)

<p>Strengths</p> <ul style="list-style-type: none">• Offer broad range of offerings and prices• Full training• Experienced, knowledgeable staff• Wide proximity, convenience• Family atmosphere• Partner with MDU Archery, Rifle, and Pistol Clubs provides training events• Provides scholarships• Low cost• Provides high quality equipment, limited facilities• Indoor and outdoor ranges	<p>Weaknesses</p> <ul style="list-style-type: none">• Website navigation• Classes aren't organized by experience level, etc.• Certain public hours may depend on league events• Little to no presence on campus or community• Distance from campus for students with no car• No storage for students with equipment/ firearms• Social Network Usage
<p>Opportunities</p> <ul style="list-style-type: none">• Develop new sports events, programs• Travel more (cost control, OTR local)• More diverse website navigation• Add family friendly options (i.e. more classes for children)• Adding MMA class that uses the size of an Ammunition armory• Increase of Employment base• Offer storage for students with equipment/ firearms• Enhance social networking	<p>Threats</p> <ul style="list-style-type: none">• Gun control advocates<ul style="list-style-type: none">• Negative perception• Other competitors<ul style="list-style-type: none">• Mid-Michigan shooting ranges• Other weekend activities (bowling, putt-putt, theatre, beer tag, etc.)• Ammunition prices on the rise

Another way.

□ PATH - Planning Alternative Tomorrows with Hope



Another PATH



SWOT & PATH

- Both are activities that analyze an organization as it exists.
- It incorporates internal and external surroundings in terms of factors currently affecting the organization's functions

Once the situational analysis has been completed it produces conclusions about the organization/community and what they must do as a result of the issues and opportunities that the organization/community is facing. The conclusions include what goals the organization/community needs to achieve and the methods to achieve them.

Goals need to be designed and worded in a manner that is SMARTER.....

S – SPECIFIC

M – MEASUREABLE

A – ACCEPTABLE

R – REALISTIC

T – TIMEFRAME

E – EXTENDING

R – REWARDING



In the beginning stages of the strategic planning process an organization/community needs to develop a mission, vision, and values statement.

In the event the mission, vision, and values statement is already in place this would be an opportunity to review and possibly update the statements.

Mission statements – a brief description of the organization/community’s purpose. The mission statement can be thought of as the “head stuff”;

Vision statements – how the organization/community will or ought to operate it provides a clear statement of the future direction that is both feasible and unique to the organization/community;

Value statements – a listing of priorities as to how the organization will operate (e.g. Respect)

Sample Mission statement

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"Got to admit, as far as mission statements go, it's pretty damn bold."

Planning Models

- Issues Based
- Goals Based
- Organic

Issues Based Planning

- ✓ If the situational analysis finds one or more issues that impact on the success of the planning process the issues based planning model would be the ideal one to utilize.
- ✓ In the issues based planning model it is the resolving of important issues whether they be internal/external these become the goal of the organization/communities planning

Models:

1) Issues based/ Problem solving

Problem Solving Model

Read It!

- ✓ **UNDERSTAND THE PROBLEM**
- Read the problem 2, maybe 3 times. Highlight or underline important information.
- Talk it! – talk about the problem to understand it better.

Think It!

- ✓ **MAKE A PLAN**
- What strategy will you use and why?
- Talk it! – discuss strategies with a partner.
- What manipulatives will you use?

Solve It!

- ✓ **CARRY OUT THE PLAN**
- Apply your strategy.
- You may need to revise and try a different strategy.....
- Show your work (thinking).
- Ask yourself...
 - Is your answer reasonable?
 - Does it make sense?

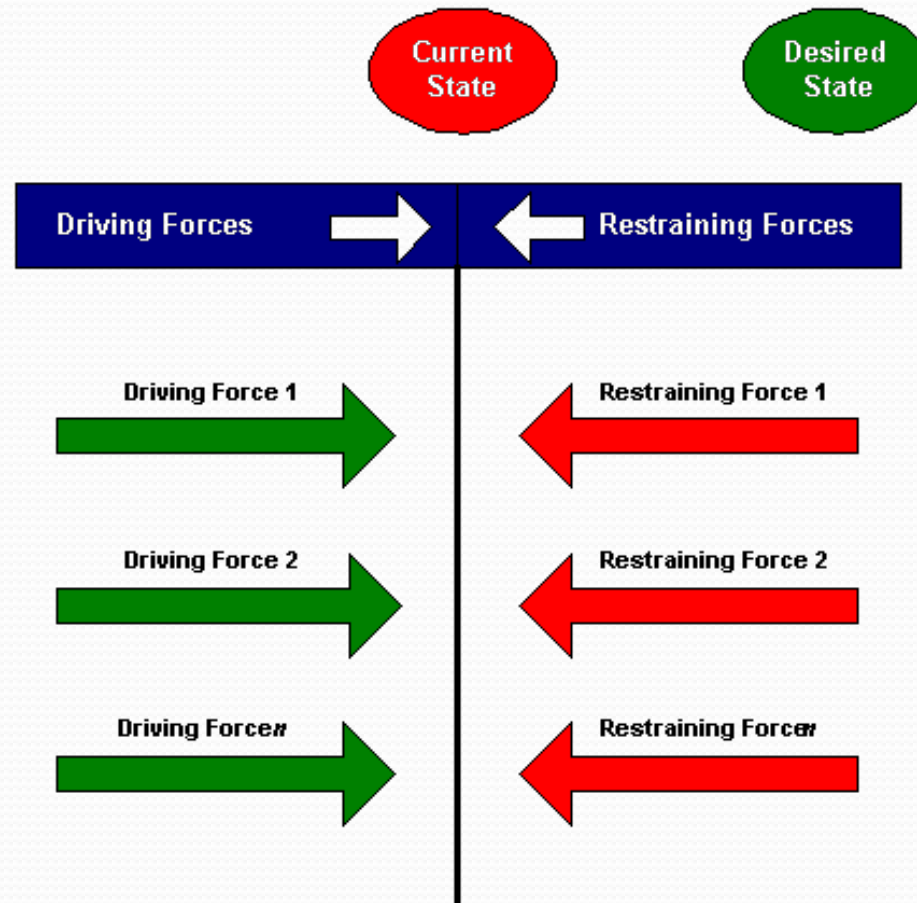
Explain It!

- ✓ **COMMUNICATE THE SOLUTION**
- Answer the question!
- Tell, show, write, ... how the answer was reached. Consider extensions.
- First I... I noticed that... Then I... I thought... Finally...

Goals Based

- ✓ In the event the situational analysis shows that your organization/community is stable, and the environment is somewhat predictable, and the analysis shows no major internal/external issues then a goals based approach would be ideal
- ✓ If your organization/community has no mission statement but knows its purpose then this would be the approach to utilize. This approach is used to create a vision of where the organization/community is going OR wants to be in the future.

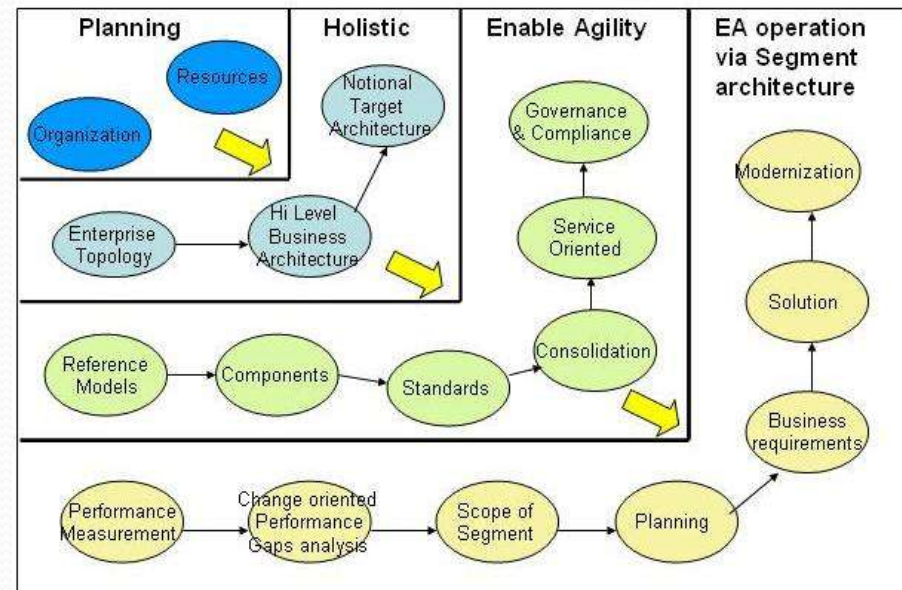
2. Goal/Issued Based



Organic

✓ This type of model pays attention to the needs & skills of the people involved, the context, and the cultural values. It places high value on “human” element of planning. The ultimate goal of this model is to develop on going process(es) with immediate implementation rather than waiting on the development of a work plan. It aims to develop and enhance skills.

Organic



Strategic Plan Cycle



Strategic Planning Cycle – con't

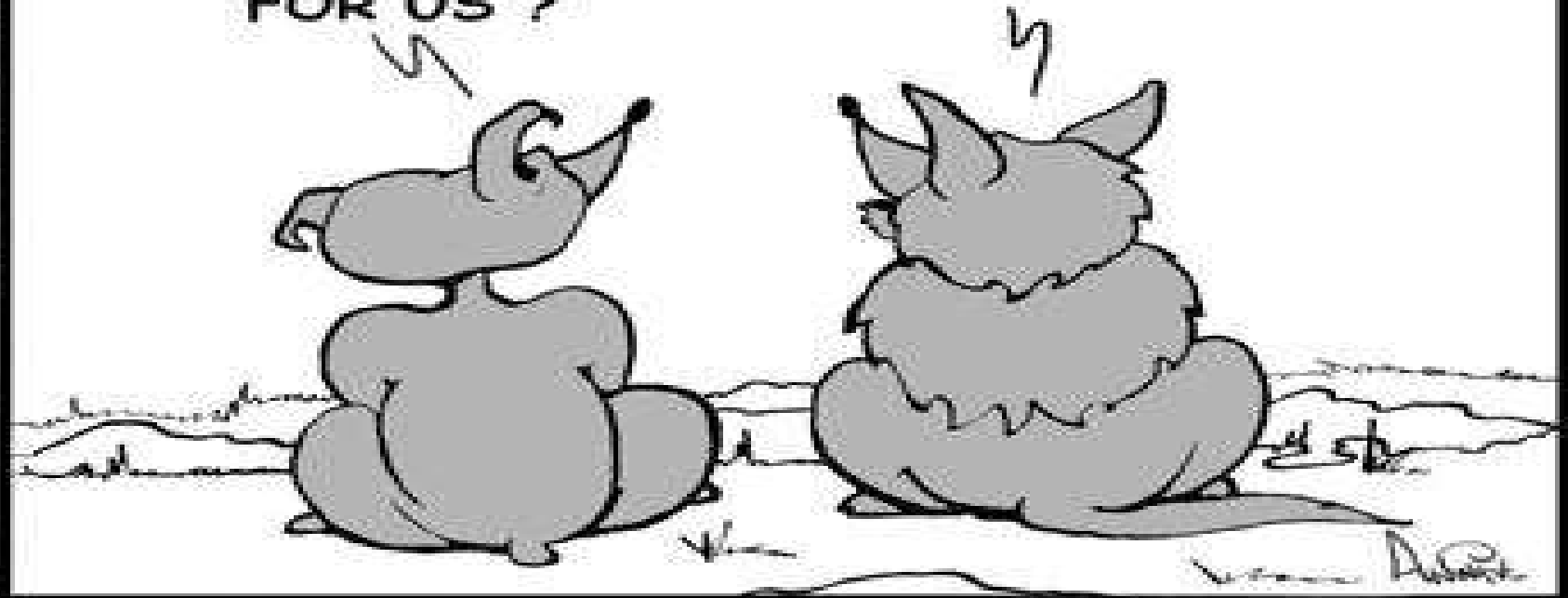
- ✓ Strategic planning is a systemic process and is not to be taken as something carved in stone. It is a process through which the organization/community comes to agreement upon;
- ✓ It builds commitment among all involved to the priorities that are essential to its mission and responsive to the operating environment;
- ✓ There is no one correct way to do strategic planning.

Angus & Phil

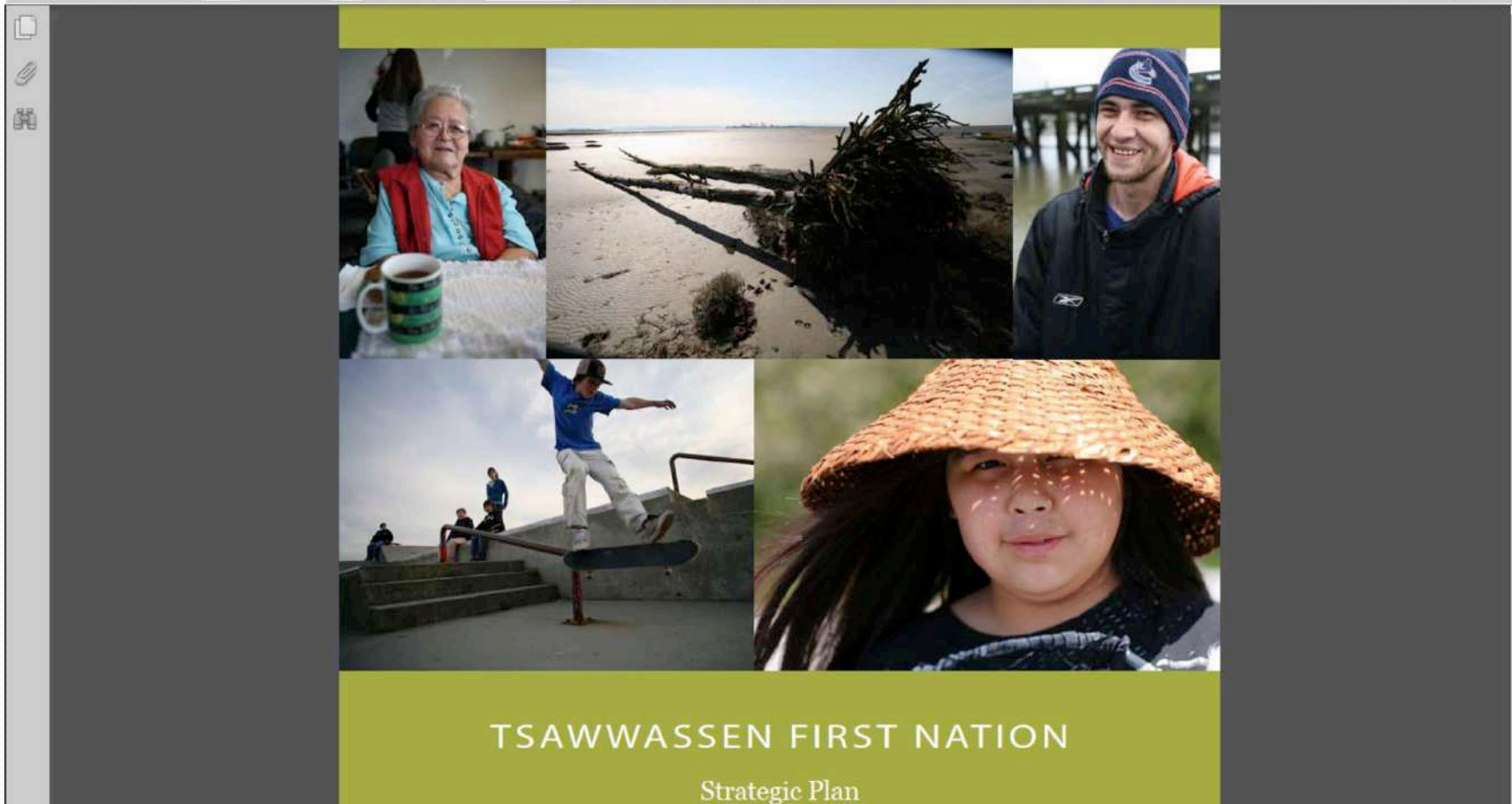
BY ANNIE TAYLOR LABEL

ANOTHER
YEAR GONE BY...
I WONDER WHAT
THIS NEW YEAR
HOLDS IN STORE
FOR US ?

ANOTHER
365 DAYS
IF WE`RE LUCKY!



Tsawwassen First Nation



TSAWWASSEN FIRST NATION

Strategic Plan

What did they do?

- They gathered and came up with the top objectives and core values for their community.
- Top Objectives include: Family and Community, Land and Heritage and Governance
- How did they gather the information?
- Summary of community input gathered through an extensive series of family meetings, consultations with community and staff including urban location consultations, youth, families etc..

Contents of their Strategic Plan

- Background
- Purpose
- Current Context
- Vision for the future
- Working towards
- How to achieve the objectives: Family and Community, Land and Heritage and Governance

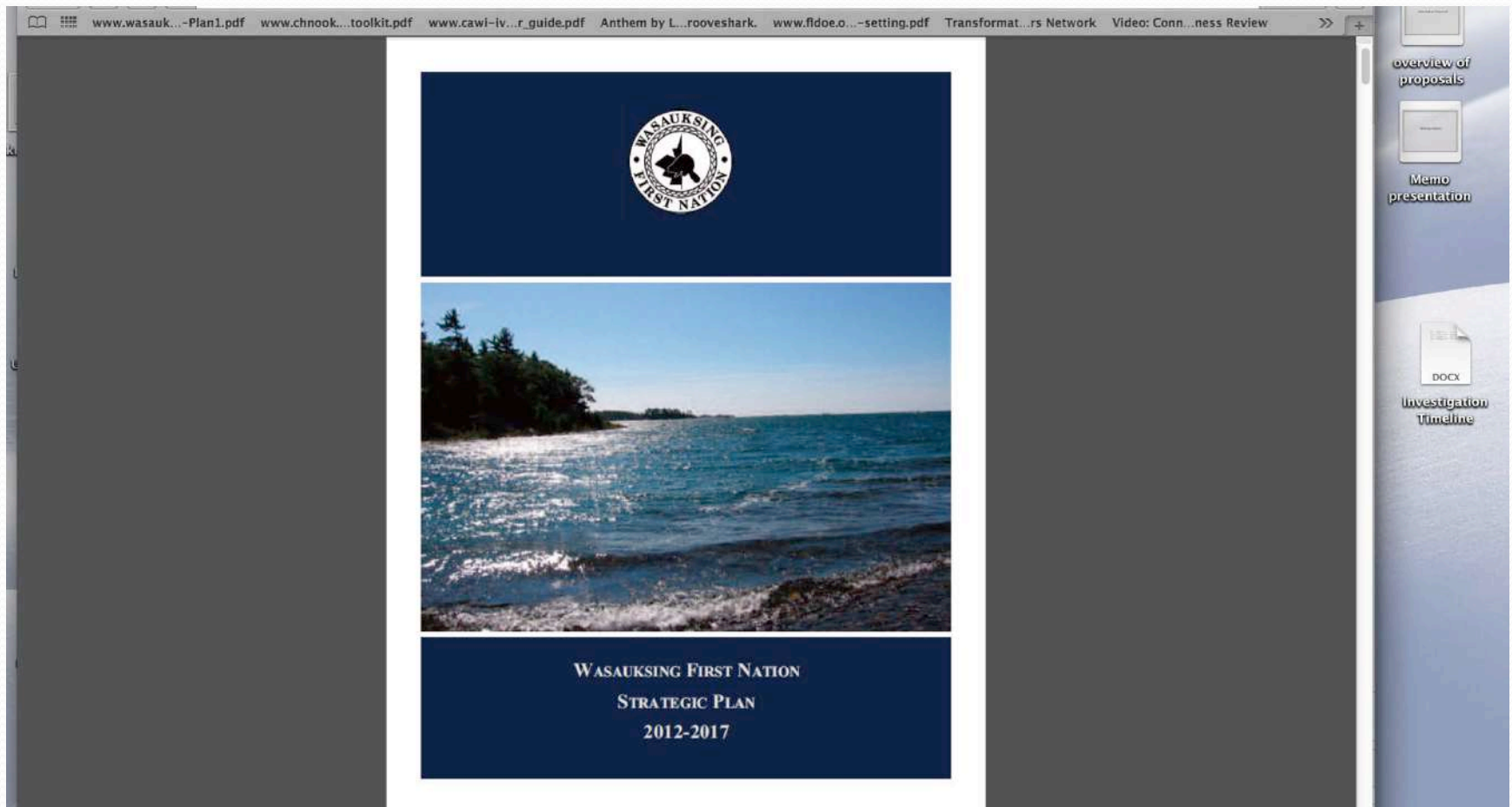
Contents of their Strategic Plan, con't

- What we want to achieve
 1. Governance
 2. Infrastructure and Transportation
 3. Economic Development
 4. Housing and Community Livability
 5. Environmental Protection
 6. Elders
 7. Education
 8. Employment
 9. Medical Facilities and Services
 10. Security and Safety

Tsawwassen First Nation

- Completed the full plan
- Stood behind it!
- Printed it!
- Put it out there.....
- They have their goals and objectives for the next five years.
- They have buy-in. The direction is set!
- Time to implement! Even if government or administrators change...the direction remains.

Wasauksing First Nation



Wasauksing First Nation

- Assessed their current situation
- Gathered information through focus group meetings to capture all members. Youth, Elders, On-reserve, Off-reserve, Men, Women, Community, Staff...

Objectives

1. Good Governance
2. Infrastructure and Roads
3. Business and The Environment
4. Housing and Community Development
5. Education
6. Community Health and Social Services
7. Community Safety and Crime Prevention
8. Community Action and Volunteers

Finally..

- Moving forward strategy
- They published their document

Implementation

- Project team
- Driver (leader, manager, project manager)
- Buy-in from all (staff, community, leaders, Board, Executive Body)
- Accountability -- community members to make leaders accountable + leaders to make community members accountable + staff to make leaders accountable.... Etc. = win win

In closing

- No one way to do things..
- Indigenous Leadership Institute, Inc. – Strategic Planning
- Toolkits online

- Questions?

For further information on these sessions please, feel free to contact the Indigenous Leadership Development Institute Inc:

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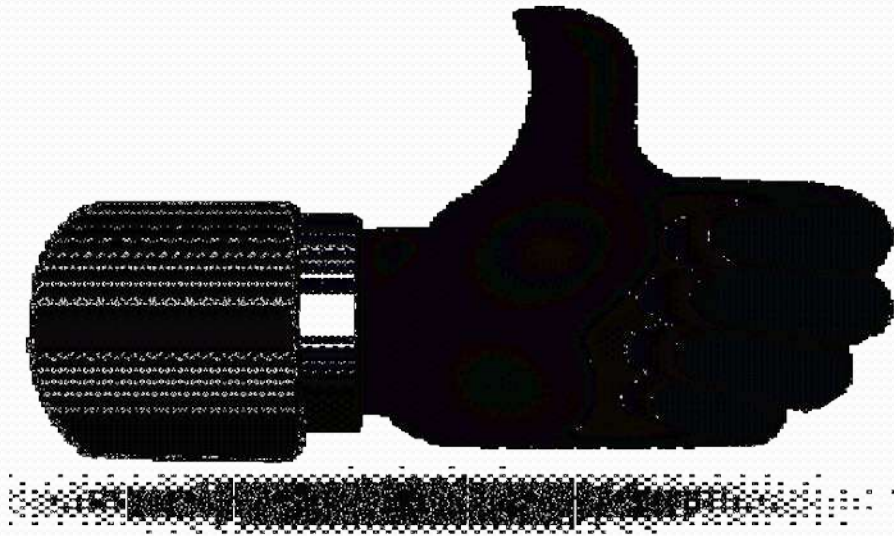
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Thank - you